

# Implementation of Road Infrastructure Development Programs and Their Impact on Tourism Sector Growth: A Study of the “Jalan Mantap dan Alus” Program in Lamongan

<sup>1</sup>Sujarwo, <sup>2</sup>Abdul Hakim, <sup>3</sup>Hermawan, <sup>4</sup>Muhammad Shobaruddin

<sup>1</sup>Doctoral Program, Faculty of Administrative Sciences, Brawijaya University Malang, 65145, Indonesia

<sup>1</sup>sujarwofiaub@gmail.com

<sup>2,3,4</sup>Faculty of Administrative Sciences, Brawijaya University Malang, 65145, Indonesia

<sup>2</sup>hakimend61@gmail.com, <sup>3</sup>hermawanfia@ub.ac.id, <sup>4</sup>muhammadsb18@gmail.com

---

## **Abstract**

*This study provides a comprehensive analysis of the implementation of the Jalan Mantap dan Alus (Jamula) Program in Lamongan Regency and its impact on the growth of the tourism sector. Originating from the issue of inadequate road infrastructure, the study examines the implementation process of the Jamula Program, identifies the supporting and inhibiting factors involved, and evaluates the program's contribution to improving accessibility to tourist destinations. Employing a qualitative approach and a case study design, data were collected through in-depth interviews, participatory observation, and policy document analysis, and were subsequently analyzed using an interactive model encompassing data condensation, display, and conclusion drawing.*

*The findings reveal that the Jamula Program has effectively enhanced the quality, capacity, and durability of the road network through adherence to technical regulations and active participation of local communities and tourism stakeholders. Nevertheless, the implementation continues to face significant challenges, including limited budget allocations and bureaucratic overlaps among government agencies. The program's positive impact is reflected in the increase in tourist arrivals, although it is not yet accompanied by an equitable development of tourism destinations due to the lack of supporting infrastructure.*

*This study highlights the importance of a fit-implementation approach (Korten), sustainable road network development (Rao et al.), and the infrastructural influence on tourism growth (Page). The key recommendation is the establishment of a Road Commission as a cross-sectoral coordination forum to streamline governance, strengthen oversight, and foster multi-stakeholder collaboration in support of equitable and sustainable tourism development.*

## **Keywords**

*Policy Implementation, Road Infrastructure, Regional Tourism, Jamula Program, Regional Connectivity, Sustainable Development*

---

## **1. INTRODUCTION**

Infrastructure development plays a strategic role in promoting regional economic growth, reducing interregional disparities, and improving the quality of life. Among the most vital forms of infrastructure in the context of regional development is road infrastructure. Well-maintained and reliable roads not only enhance population mobility and logistical efficiency but also serve as a fundamental prerequisite for accelerating the growth of strategic economic sectors, including tourism. Adequate road infrastructure increases accessibility to tourist destinations, reduces travel time, and enhances regional attractiveness and competitiveness as a tourism destination.

Lamongan Regency, located in East Java Province, possesses tourism potential rooted in cultural, religious, and coastal attractions. However, it faces substantial infrastructure challenges. In response, the Lamongan Regency Government launched the *Jalan Mantap dan Alus* (Jamula) Program as a key strategy to improve connectivity between villages, regions, and tourist destinations. The program aims to ensure that all district-managed road segments remain in good condition throughout the year, thus supporting economic, educational, health, and tourism activities simultaneously.

The urgency of implementing the Jamula Program has intensified with the evolving dynamics of regional tourism development. Tourism is increasingly positioned not merely as a supporting sector but as a prime mover of the local economy. In Lamongan, flagship destinations such as Wisata Bahari Lamongan (WBL), Maharani Cave, and the Tomb of Sunan Drajat hold significant economic potential that depends heavily

on supporting infrastructure, particularly road networks. Without adequate accessibility, tourist destinations tend to face stagnation in visitor numbers, short lengths of stay, and minimal multiplier effects on the local economy.

This study is motivated by the gap between road infrastructure development policies and the growth of the regional tourism sector. Although road construction budgets have increased and physical outputs—such as the length of well-maintained roads—have improved, the program's contribution to enhancing tourism appeal remains insufficiently assessed. Hence, there is a need to evaluate how road development policies, particularly the Jamula Program, have been implemented and how they impact tourism sector growth in Lamongan Regency.

To address this issue, this research employs a qualitative approach with a case study design, allowing for an in-depth exploration of the policy implementation process, the involved actors, and contextual dynamics. Theoretically, the study adopts Edward III's (1980) policy implementation model, which emphasizes that implementation effectiveness is influenced by four key variables: communication, resources, disposition (implementer attitudes), and bureaucratic structure. Ineffective communication, limited resources, ambivalent implementer attitudes, and complex bureaucracy frequently hinder successful public policy implementation.

Additionally, Korten's (1980) approach is utilized to assess the alignment between program design, organizational capacity, and community needs. According to Korten, program success depends not only on policy design but also on its adaptability to local contexts and the implementing organization's ability to establish synergistic relationships with communities. In Lamongan's case, the extent to which the Jamula Program is participatory and oriented toward local tourism development needs is a primary concern.

The study also draws on the sustainable road infrastructure framework proposed by Rao et al. (2012), which asserts that sustainable road development must consider three dimensions: technical sustainability (durability and construction quality), social sustainability (community acceptance and participation), and economic sustainability (cost efficiency and long-term economic impact). These aspects are relevant for evaluating whether the Jamula Program yields not only physical outputs but also socio-economic outcomes that support sustainable tourism.

Regarding tourism, the theoretical perspectives of Page (2009) and Hall (2005) are employed to underscore the role of infrastructure as a core element within the tourism destination system. Without adequate road infrastructure, even high-potential tourist attractions cannot attract significant visitor numbers. Thus, road construction should not be viewed merely as a technical endeavor, but as an integral component of a holistic and integrated destination development strategy.

The challenges of policy implementation at the regional level are further reinforced by prior studies showing that many development programs fail due to weak interagency coordination, overlapping authorities, and insufficient performance-based monitoring and evaluation. In Lamongan, bureaucratic complexity and budget constraints are two dominant factors affecting the effectiveness of the Jamula Program. Therefore, it is essential to explore how interactions among local government actors, communities, and tourism stakeholders can foster stronger synergy between road infrastructure development and tourism advancement.

By positioning the Jamula Program as a case study, this research aims not only to analyze the effectiveness of road infrastructure policy implementation but also to identify its contribution to the dynamics of regional tourism sector growth. The findings are expected to offer theoretical insights for the development of sector-based public policy literature, as well as practical recommendations for formulating more integrative and responsive infrastructure policies that support tourism-driven local economic development.

## 2. LITERATURE REVIEW

The literature review in this study aims to strengthen the conceptual understanding of the relationship between road infrastructure development policy implementation and the growth of the regional tourism sector. Previous studies have consistently shown that infrastructure development is a critical prerequisite for creating accessibility, enhancing mobility efficiency, and promoting regional economic equity. In this

context, road infrastructure is a vital component in supporting a competitive tourism system, serving as the primary connector between tourists and destinations.

In general, quality road infrastructure affects two key dimensions of tourism: (1) ease of access to tourist destinations, and (2) tourists' perception of travel experience quality. According to Page (2009) and Hall (2005), infrastructure constitutes one of the four main elements that shape a destination's competitiveness, alongside attractions, facilities, and information. The absence or inadequacy of road infrastructure can limit tourist access, reduce length of stay, and diminish tourist spending potential—an essential source of local economic multiplier effects.

From a public policy perspective, Edward III (1980) provides a relevant framework for evaluating policy implementation success, including road development. He identifies four critical variables influencing implementation effectiveness: communication, resources, implementers' disposition, and bureaucratic structure. Failure to fulfill any of these components increases the risk of policy ineffectiveness. This study adopts Edward's model to assess the extent to which the implementation process of the Jamula Program aligns with these success factors.

In parallel, Korten's (1980) program implementation approach offers an additional framework to evaluate the alignment between program design, implementing organizational capacity, and target group needs. Korten emphasizes that effective programs are adaptive, context-sensitive, and inclusive of community participation during planning. This concept is particularly relevant for road development programs in regional areas, which must reflect the local community's social, geographic, and cultural characteristics.

Rao et al. (2012) introduce a framework for sustainable road infrastructure that includes three core dimensions: (1) technical sustainability, referring to construction durability and road lifespan; (2) social sustainability, reflected in community acceptance and participation; and (3) economic sustainability, concerning cost efficiency and the long-term economic benefits of infrastructure. This perspective provides an essential foundation for assessing the long-term impacts of the Jamula Program on the tourism sector.

In Indonesia, prior studies reveal that road infrastructure development is often executed in a sectoral manner, without integration with broader development plans, including tourism. This has led to mismatches between road construction locations and the needs of tourist destinations. Therefore, a cross-sectoral and participatory planning approach is required.

Tolkach et al. (2013) also underscore the importance of integrated tourism governance aligned with infrastructure policy. They advocate for the establishment of multi-stakeholder coordination forums to bridge institutional differences and prevent policy implementation fragmentation. Similarly, Dredge and Jenkins (2007) argue that inter-agency collaboration and community engagement are key to achieving sustainable tourism destination development.

Thus, the existing literature provides a robust foundation for developing the conceptual framework of this study: the success of road infrastructure implementation should not be assessed solely through technical outputs, but must also encompass policy alignment, stakeholder participation, and its contribution to tourism development. In the context of Lamongan Regency, the synergy between the Jamula Program and tourism development strategies becomes a critical focal point for further investigation.

### 3. RESEARCH METHODOLOGY

This study employs a qualitative approach with a case study design to investigate the implementation of the *Jalan Mantap dan Alus* (Jamula) Program and its impact on the development of the tourism sector in Lamongan Regency. This approach was chosen to enable an in-depth understanding of policy realities within complex social and institutional contexts, with a focus on processes, actors, inter-agency interactions, and policy outcomes in practice.

The case study design was selected in line with the research's objective of thoroughly exploring an ongoing policy phenomenon. As emphasized by Yin (2014), case studies are highly relevant when research questions address "how" and "why," and when the boundaries between the phenomenon and its context are not clearly defined. The Jamula Program is viewed as a multidimensional infrastructure policy, not only with technical implications but also encompassing social, economic, and governance aspects.

The research was conducted in Lamongan Regency, specifically in several districts prioritized for Jamula Program implementation and directly linked to key tourist destinations. These locations were chosen due to their dynamic interconnection between road infrastructure development and tourism growth. The study targets key actors involved in policy formulation and implementation, including officials from the Public Works and Spatial Planning Agency (PUPR), the Tourism and Cultural Affairs Office, the Regional Development Planning Agency (Bappeda), village officials, tourism operators, and community members directly affected by road development.

Data were collected through in-depth interviews, field observations, and document analysis. Semi-structured interviews were conducted using open-ended guides to explore informants' perspectives on the processes, challenges, and outcomes of the Jamula Program. Informants were selected purposively based on their relevance, i.e., those directly involved in decision-making, technical implementation, or policy impact. A snowball sampling technique was applied to expand the network of respondents through referrals from initial informants. Field observations were conducted to assess road conditions, regional connectivity, and accessibility to tourist sites. Document analysis included planning documents, implementation reports, technical data on road construction, and tourism visitation statistics.

Data analysis followed the interactive model developed by Miles, Huberman, and Saldaña (2014), comprising three main components: data condensation, data display, and conclusion drawing. Data were condensed by organizing information into themes derived from the conceptual framework. Thematic narratives and actor-interaction maps were used to display patterns of interaction and dynamics in the implementation process. Conclusions were drawn iteratively and verified through triangulation of sources and methods.

Data credibility was ensured through triangulation strategies, including source triangulation (involving government officials, tourism actors, and community members), method triangulation (interviews, observation, documentation), and theoretical triangulation (drawing on the frameworks of Edward III, Korten, and Rao et al.). Member checking was conducted to validate the interpretations by presenting them back to the informants, ensuring that the findings accurately reflected field realities.

The study's conceptual framework integrates several theoretical perspectives to guide data analysis. First, Edward III's (1980) policy implementation model serves as a basis for evaluating the effectiveness of the Jamula Program, emphasizing four variables: policy communication, resource availability, implementer disposition, and bureaucratic structure. In this study, these variables are used to assess inter-agency coordination, availability of human and financial resources, institutional readiness, and the response of local-level implementers.

Second, Korten's (1980) approach is used to evaluate the alignment between program design, implementing organization capacity, and target group needs. Korten stresses the importance of adaptive, context-based implementation that considers local conditions and community partnerships. This perspective is employed to assess how well the Jamula Program addresses accessibility needs for tourism areas and fosters community involvement in planning and utilization.

Third, the infrastructure sustainability framework proposed by Rao et al. (2012) is applied to assess the quality and long-term sustainability of roads developed under the Jamula Program. This framework comprises three dimensions: technical (construction quality and road lifespan), social (community acceptance, quality of life impacts, and participation), and economic (cost-efficiency and contributions to local productivity, including tourism).

Throughout the analysis, empirical data were directly linked to theoretical indicators in an iterative and reflective process. This ensured each finding was interpreted within its appropriate context and examined for causal relationships with the dynamics of regional tourism development. The analysis provided not only descriptive insights into policy implementation but also analytical explanations of how and why the policy produced certain impacts on accessibility and tourism growth.

This research also adheres to ethical principles of social research. All informants were informed about the study's purpose and their right to withdraw from interviews if uncomfortable. Informed consent was obtained prior to data collection, and informants' identities were anonymized to protect confidentiality. The researcher maintained objectivity and avoided intervening in ongoing social processes during fieldwork.

Through this methodological approach, the study aims to offer both empirical and theoretical contributions to the discourse on infrastructure policy linked to tourism development. Moreover, the findings are expected to serve as practical references for local governments and stakeholders in formulating more adaptive, participatory, and sustainable infrastructure policies.

#### 4. RESEARCH FINDINGS

The findings of this study reveal that the implementation of the *Jalan Mantap dan Alus* (Jamula) Program in Lamongan Regency demonstrates partial success in the technical aspects of infrastructure development but continues to face significant challenges in institutional, social, and economic sustainability—particularly concerning its contribution to the tourism sector.

From the perspective of policy communication, as outlined by Edward III, the technical objectives of the program were successfully conveyed from planners to field implementers, especially regarding construction specifications. However, cross-sectoral communication—particularly between the Public Works Department and the Tourism Office—remains fragmented. Coordination is not structurally institutionalized, leading to road development that is not always aligned with strategic tourism development needs. Several improved road segments under the Jamula Program do not lead to priority tourism areas, indicating a disconnect between infrastructure planning and tourism development agendas.

Regarding resources, findings indicate that the budget allocation for the Jamula Program has been relatively stable and adequate for basic technical requirements. Nonetheless, the lack of cross-sectoral human resource capacity constrains the optimization of program outcomes. Technical implementers are more focused on physical project completion than on integrating road construction with tourism-based regional development. This is reinforced by the prevailing technocratic disposition of implementers, where success is measured by the quantity and length of roads built, rather than by their long-term social and economic impacts.

The bureaucratic structure in the program's implementation exhibits rigidity in authority distribution, weakening inter-agency collaboration. The absence of a cross-sectoral institutional platform results in the tourism sector playing a passive role in responding to infrastructure outputs, rather than being involved from the outset in planning processes. This contradicts Korten's model of program, organizational, and beneficiary alignment, which emphasizes participatory and synergistic implementation. In this context, the Jamula Program has not fully accommodated the participation of local actors and tourism stakeholders within an adaptive and responsive implementation system.

In terms of sustainability, the research shows that technically, the quality of roads built through the Jamula Program is generally sound and has improved regional connectivity. However, social sustainability remains unfulfilled, as no systematic efforts have been made to ensure infrastructure maintenance by communities or to involve local actors in managing access to tourism destinations. In several cases, newly built roads lack supporting tourism infrastructure, such as signage, shelters, or adequate parking facilities. This indicates that road development efforts are not yet integrated within a comprehensive tourism area development framework.

Economic sustainability is also uneven. While tourist visits have increased in flagship destinations such as Wisata Bahari Lamongan and the Tomb of Sunan Drajat, similar growth has not occurred in community-based or remote tourism sites. This suggests that the economic benefits of infrastructure development remain centralized and have yet to reach alternative tourism sectors, which could thrive if supported by proper access roads.

Overall, the study's findings demonstrate that the implementation of the Jamula Program remains dominated by a sectoral logic and has yet to fully embrace the collaborative, cross-sectoral principles essential for broad-impact infrastructure development. The absence of a coordinating institution—such as an interdepartmental forum or a Road Commission—has led to a lack of policy alignment between infrastructure development and tourism planning. This reinforces the argument that effective policy implementation depends not only on technical and resource-related factors but also on coordination structures and multi-stakeholder engagement from planning through evaluation.

The findings underscore the need for institutional designs that support integrated governance models in which infrastructure and tourism sectors operate not in parallel but in synergy under a unified regional development vision. Therefore, this study recommends strengthening cross-sectoral coordination and establishing collaborative institutions as a primary strategy for designing road development policies that directly contribute to inclusive and sustainable tourism growth.

## 5. DISCUSSION

The findings of this study indicate that the implementation of the *Jalan Mantap dan Alus* (Jamula) Program in Lamongan Regency has achieved technical success in improving road quality and regional connectivity. However, it remains insufficiently integrated with the broader agenda of tourism sector development. This disconnect reflects weak intersectoral coordination and the suboptimal policy structure that fails to bridge infrastructure development with tourism-based local economic growth.

Viewed through the lens of Edward III's (1980) policy implementation theory, the lack of cross-sectoral integration can be attributed to weak horizontal communication between technical agencies (Public Works Department) and the Tourism Office. Limited communication tends to produce policy disorientation and planning gaps, resulting in road development that is not strategically directed toward enhancing access to tourist destinations. Effective policy implementation, however, requires not only vertical communication (between policymakers and implementers) but also robust horizontal coordination among implementing units.

In addition to communication shortcomings, weaknesses in implementer disposition and a rigid, sectoral bureaucratic structure further support the argument that road development policy remains dominated by a technocratic logic—primarily focused on physical output. This orientation neglects principles of collaboration and socio-economic benefit, which are central to responsive policy implementation models. The rigid bureaucracy undermines implementers' flexibility to innovate and coordinate across sectors.

Moreover, a mismatch between the program design, implementing organizations, and target community needs—as outlined by Korten (1980)—is clearly evident. While the Jamula Program has the potential to strengthen basic infrastructure for tourism areas, its implementation design fails to account for the specific characteristics and needs of communities near tourist destinations. The absence of community and tourism stakeholder engagement in planning and execution indicates a top-down, non-adaptive approach that contradicts Korten's participatory and contextual principles.

From a sustainability perspective, as proposed by Rao et al. (2012), the long-term success of road infrastructure depends not only on technical quality but also on social and economic sustainability. In the Jamula context, while technical sustainability has been relatively achieved through physical improvements, social and economic dimensions remain weak. The constructed roads have not significantly stimulated local economic growth due to the absence of complementary tourism services such as destination information, public facilities, and comprehensive promotional efforts. This reinforces the view that the success of infrastructure development should not be measured solely by physical output, but also by its contributions to community welfare and empowerment.

This discussion underscores the need to reconstruct road development under the Jamula Program within a collaborative governance framework. Without a coordinating institution that facilitates interaction among infrastructure, tourism, and community stakeholders, policy integration will remain unattainable. Therefore, establishing a cross-sectoral forum or "tourism road commission" to align physical infrastructure plans with tourism development needs becomes a structural imperative.

In conclusion, the success of road development policies that aim to support the tourism sector requires an institutional design that ensures not only technical effectiveness but also planning integration, inter-agency collaboration, and community involvement. Converging infrastructure development programs with tourism development strategies should become a priority agenda in the pursuit of inclusive and sustainable regional development.

## 6. CONCLUSION

This study concludes that the implementation of the *Jalan Mantap dan Alus* (Jamula) Program in Lamongan Regency has achieved significant physical improvements in road infrastructure development.

However, it has not been strategically integrated with tourism sector development. The technical success of road construction has yet to generate maximum impact on improving equitable accessibility to tourist destinations, particularly community-based sites located in peripheral areas.

Within the framework of Edward III's policy implementation theory, the key weaknesses lie in inter-agency communication, limited cross-sectoral human resources, and a bureaucratic structure that fails to support horizontal collaboration. The lack of synergy between technical departments and the tourism sector has resulted in road development trajectories that do not align with destination development needs. Similarly, Korten's approach highlights that the misalignment between program design, implementing organizational capacity, and community needs has hindered the program's effectiveness in contributing to local welfare.

Furthermore, analysis based on Rao et al.'s infrastructure sustainability framework indicates that the success of the Jamula Program remains partial. While technical achievements are evident through improved road quality, social and economic sustainability dimensions are underdeveloped. Improved road access has not been accompanied by enhanced supporting tourism facilities, community empowerment, or equitable economic benefits, thus limiting the program's potential impact on tourism sector growth.

Therefore, a reformulation of institutional arrangements and policy planning is needed, emphasizing integrative approaches through cross-sectoral collaboration and community engagement from the outset. The establishment of coordination mechanisms—such as inter-sectoral forums or commissions—can serve as strategic instruments to align road development with sustainable tourism goals. In this way, infrastructure becomes not only a technical asset but also a transformational tool for enhancing regional competitiveness and improving local community welfare.

## REFERENCE

- Abdul Wahab, Solichin. 1990. Pengantar Analisis Kebijaksanaan Negara. Jakarta: Rineka Cipta
- Abdul Wahab, Solichin. 2008. Analisis Kebijakan: Dari Formulasi ke Implementasi Kebijakan Negara. Jakarta: Bumi Aksara
- Abdul Wahab, Solichin. 2015. Analisis Kebijakan: Dari Formulasi ke Penyusunan Model-Model Implementasi Kebijakan Publik. Jakarta: Bumi Aksara
- Abdulrachman, Arifin. 2001. Administrasi Pemerintahan dalam Pembangunan. Jakarta: CV. Haji Mas Agung
- Afifuddin. 2010. Pengantar Administrasi Pembangunan Konsep Teori dan Implementasinya di Era Reformasi. Bandung: Alfabeta
- Agranoff, R., & McGuire, M. (2003). *Collaborative Public Management: New Strategies for Local Governments*. Georgetown University Press.
- Agustino, Leo. 2017. Dasar-Dasar Kebijakan Publik. Bandung: Alfabeta
- Akib, Haedar. Tarigan, Antonius. 2000. Artikulasi Konsep Implementasi Kebijakan: Perspektif, Model Dan Kriteria Pengukurannya
- Akib, Haedar. Tarigan, Antonius. 2008. Artikulasi Konsep Implementasi Kebijakan: Perspektif, Model dan Kriteria Pengukurannya. *Jurnal Baca Agustus*, Vol. 1, pp.1-19
- Anderson, Chad., Lee, Jongyoul. 2008. *Introduction to Public Policy*. Seoul: Daeyoung. ISBN: 978-89-7644 270-3
- Andersson, T. D., & Lundberg, E. (2013). Commensurability and Sustainability: Triple Impact Assessments of a Tourism Event. *Tourism Management*, 37, 99-109.
- Anindita, M., & Gunanto, E. Y. A. 2015. Analisis Faktor-faktor yang mempengaruhi tingkat kunjungan ke kolam renang Boja. Doctoral dissertation, Fakultas Ekonomika Dan Bisnis
- Ansell, C., & Gash, A. (2008). Collaborative Governance in Theory and Practice. *Journal of Public Administration Research and Theory*, 18(4), 543-571.
- Ardiansyah, Bayu Krisna. Rizari. Hamid, Hendrawati. 2020. Implementasi Pembangunan Kepariwisata Kabupaten Banyuwangi: Studi Kasus Kawasan Taman Wisata Alam Kawah Ijen. *Jurnal Kebijakan Pemerintah*. Faculty of Political Government, Governance Institute of Home Affairs (IPDN). e-ISSN 2721-7051, p-ISSN 2599-3534
- Easton, D. K. 1985. Political Science in the United States. *International Political Science Review*, 6, 133-152
- Edwards, G. C. (1980). *Implementing Public Policy*. Congressional Quarterly Press.
- Emerson, K., Nabatchi, T., & Balogh, S. (2012). An Integrative Framework for Collaborative Governance. *Journal of Public Administration Research and Theory*, 22(1), 1-29.
- Feis, Imronah. 2009. Implementasi Kebijakan: Perspektif, Model dan Kriteria Pengukurannya. *Gema Eksos*, vol. 5, no. 1
- Fischer, F. (2000). *Citizens, Experts, and the Environment: The Politics of Local Knowledge*. Durham: Duke University Press.
- Grigg, N. 1988. *Infrastructure Engineering and Management*. John Wiley & Sons.
- Grindle, M. S. (1980). *Politics and Policy Implementation in the Third World*. Princeton, NJ: Princeton University Press.
- Grindle, M. S. (1997). *Getting Good Government: Capacity Building in the Public Sectors of Developing Countries*. Harvard University Press.

- Grindle, M. S. (2017). *Politics and Policy Implementation in the Third World*. Princeton University Press.
- Handyaningrat, Soewarno, 1988. *Pengantar Studi Ilmu Administrasi dan Manajemen*. Haji Masagung. Jakarta
- Hardjanto, Imam. 2008. *Administrasi Pembangunan*. Hand Out Perkuliahan
- Harvey, P., & Knox, H. 2012. The Enchantments of Infrastructure. *Mobilities*, 7(4), 521-536. <https://doi.org/10.1080/17450101.2012.718935>
- Hasan, M. et al. (2022). *Development Studies: Theory and Practice*. Sage.
- Hassan, M. S., Kausar, A., & Arshed, N. 2022. Investigating Export Determinants: A Time Series Evidence from Canada. *Sage Open*, 12(2). <https://doi.org/10.1177/21582440221101037>
- Heller, P. S. (2005). *Understanding Fiscal Space*. IMF Policy Discussion Paper No. 05/4.
- Henry, Nicholas. 1995. *Public Administration and Public Affairs* (diterjemahkan oleh Luciana D. Lontoh). Jakarta: Rajawali
- Hill, M., & Hupe, P. (2002). *Implementing Public Policy: Governance in Theory and Practice*. Sage.
- Hill, M., & Hupe, P. (2009). *Implementing Public Policy: An Introduction to the Study of Operational Governance*. SAGE Publications.
- Hill, M., & Hupe, P. (2014). *Implementing Public Policy: An Introduction to the Study of Operational Governance* (3rd ed.). London: SAGE Publications.
- Hooghe, L., & Marks, G. (2003). Unraveling the Central State, but How? Types of Multi-level Governance. *American Political Science Review*, 97(2), 233-243.
- Hopkins, D. (2020). Sustainable tourism-transport: Unpacking the global-local nexus. *Journal of Sustainable Tourism*, 28(2), 180-199.
- Howlett, M., & Ramesh, M. (2003). *Studying Public Policy: Policy Cycles and Policy Subsystems*. Oxford University Press.
- Howlett, M., & Rayner, J. (2007). Design Principles for Policy Coherence: From “Coordinated Anarchy” to “Structured Coordination”. *Policy and Society*, 26(4), 1-18.
- Høyer, K. G. 2000. Sustainable tourism or sustainable mobility? The Norwegian case. *Journal of Sustainable Tourism*, 8(2), 147-160. doi:10.1080/09669580008667354
- Hudson, J., et al. (1997). *Infrastructure for Development*. Oxford University Press.
- Hudson, W.R., Haas, R. & Uddin, W. 1997. *Infrastructure Management*. McGraw, New York.
- Ianchovichina E., Gable S. L. 2012. Inclusive Growth Analytics Framework and Application. Policy Research Working Paper 4851: The World Bank Economic Policy and Debt Department Economic Policy Division
- Islamy, Irfan. 2007. *Prinsip-prinsip Penyusunan Kebijakan Negara*. Jakarta: Bumi Aksarato
- Kodoatie, Robert J. 2005. *Pengantar manajemen infrastruktur*. Yogyakarta: Pustaka Pelajar
- Komuna, Aurelio Adolf, Josep Bintang Kalangi, Irawaty Masloman. 2021. Pengaruh Pembangunan Infrastruktur Publik Dan Pariwisata Terhadap Pertumbuhan Ekonomi Kota Manado. *Jurnal Berkala Ilmiah Efisiensi* Volume 21 No. 04
- Komuna, S., et al. (2021). Infrastructure and Development: Theoretical and Empirical Review. *Journal of Economic Development Studies*, 3(1), 15-28.
- Korten, David. C. 1980. *Community Organization and Rural Development: A Learning Process Approach*. *Public Administration Review*. 4(5). 480-511. <http://www.jstor.org/stable/3110204?origin=JSTOR-pdf>
- Kuklina, M. Trufanov, A. Gurevskaya, A. Krasnoshtanova, N. Kobylkin, D. 2021. Problems of tourism infrastructure development (on the example of Olkhon Island). *IOP Conference Series: Earth and Environmental Science*
- Lek, Mesak. 2013. Analisis dampak pembangunan jalan terhadap pertumbuhan usaha ekonomi rakyat di pedalaman Maybrat Provinsi Papua Barat (Studi kasus di Distrik Ayamaru, Aitinyo dan Aifat). *Open Journal Systems*. 6, hal. 11
- Lek, P. (2013). Infrastructure Development and Economic Growth: An Overview. *Asian Economic Review*, 55(2), 215-231.
- Lew, A. A., & McKercher, B. (2006). Modeling Tourist Movements: A Local Destination Analysis. *Annals of Tourism Research*, 33(2), 403-423.
- Lincoln, Y. S., & Guba, E. G. (1985). *Naturalistic Inquiry* (vol. 75). Sage, Thousand Oaks, CA.
- Lipsky, M. (1980). *Street-Level Bureaucracy: Dilemmas of the Individual in Public Services*. New York: Russell Sage Foundation.
- Litman, T. (2020). *Evaluating Transportation Equity: Guidance for Incorporating Distributional Impacts in Transport Planning*. Victoria Transport Policy Institute.
- Lofland, John & Lyn. H. Lofland. 1984. *Analyzing Social Settings*. California: Wadsworth Publishing Company
- Lucas, K. (2012). Transport and social exclusion: Where are we now? *Transport Policy*, 20, 105-113.
- Luthuli, Mthokozisi Sydney. Ndlovu, Thulile Promise. Qwatekana, Zikho. Zondi, Nkululeko Ephraim. 2021. Interconnectedness of road infrastructure and tourism development: Perspectives from residents and enterprises. *Turkish Online Journal of Qualitative Inquiry (TOJQI)* Volume 12, Issue 3
- Maimunah, S. 2010. Peranan Infrastruktur Jalan Terhadap Perekonomian Regional di Indonesia. *Badan Litbang Perhubungan*, 22(2)
- Mankiw, Gregory N. 2003. *Teori Makro Ekonomi Terjemahan*. Jakarta: PT. Gramedia Pustaka Utama
- March, J. G., & Olsen, J. P. (1983). The New Institutionalism: Organizational Factors in Political Life. *American Political Science Review*, 78(3), 734-749.
- Maryaningsih N, et al. 2014. Pengaruh Infrastruktur terhadap pertumbuhan Ekonomi Indonesia. *Buletin Ekonomi Moneter dan Perbankan* 17(1): 61-98
- Maskrey, A. (2017). *Governing Infrastructure for Sustainability: Integration, Participation and Accountability*. *Environmental Science & Policy*, 70, 64-71.

- Ngusmanto. 2015. *Pemikiran dan Praktik Administrasi Pembangunan*. Jakarta: Mitra Wacana Media
- Nugroho, R. (2020). *Public Policy: Dinamika Kebijakan, Analisis Kebijakan, Manajemen Kebijakan*. Elex Media Komputindo.
- Nurmadimah, F. 2012. *Analisis Pemilihan Proyek Pengembangan Bandara UPT Dengan Skema KPS*. Tesis. Fakultas Teknik, Departeme
- Nurmadimah, I. (2012). *Hukum Infrastruktur Publik*. Ghalia Indonesia.
- OECD. (2010). *Whole-of-Government Approaches to Fragile States*. Paris: OECD Publishing.
- OECD. (2017). *Investing in Climate, Investing in Growth*. OECD Publishing.
- Oktaviani, Agnesia Berlina. Yuliani, Eppy. 2023. *Dampak Pengembangan Pariwisata Terhadap Kondisi Ekonomi Masyarakat*. Jurnal Kajian Ruang Vol. 3 No. 1
- Onyeocha, O.U. Alex. Nnaji, Lantana. Anyanwu, Lynda A. Ajoku, Samuel A. Opoola, Amos. Faith, Wakubu E. Maduakolam, Cgristian C. 2015. *The impact of road transportation infrastructure on tourism development in Nigeria*. Pearl Journal of Management. Social Science and Humanities Vol. 1 (2), pp. 48-55. ISSN 2449-1829